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5 April 1971

MEMORANDUM FOR: Colonel Lawrence K. White
Executive Director-Comptroller

SUBJECT : Planning

1. I promised during our recent lunchtime conversation to provide you with some names and details which might be of use in the event of a new look at our planning problems in the Agency.

25X1 2. The advent by the mid-70s of such systems as [redacted] will of themselves have a major impact on the way we do our work. Such systems will be accompanied in the meantime by major advances in the whole field of communications including forwarding and display of digital data as well as visual forms like TV. There are a number of things in our own R&D bank which are likely to pay off between now and then, and we should be planning the application of R&D results. All of these things, of course, raise major questions with regard to our personnel--the numbers we will require and the types of skills we will need. The blend of technology and personnel will affect the procedures we employ to do our jobs and all of this will affect the kind of organization we must have within the next five to ten years.

3. This calls for a systems approach to planning and for a centralized unit to study these problems across the board. One way to go about it would be to reconstitute a special planning group of the type which Kirk had back in 1965. An alternative would be to enhance the planning function within PPB by assigning a small and high-powered task force within that office and responsive to you.

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4. Whichever route is taken it would appear urgent to have a special look at the directorate planning staffs. These have done a good job in coming to grips with the need to reduce manpower and dollar costs. The staffs have been very poor, however, in doing planning work which requires a positive rather than a negative approach. The organization and work of these staffs needs to be studied and assessed and changes introduced, if necessary.

5. Among names of seniors who I think would do a good job in a centralized planning effort are:

25X1

[redacted] of ONE (a first rate house intellectual who has shown a special interest in and aptitude for the future and its implications)

25X1

[redacted] of NPIC (a man for all seasons. He was once a very senior analyst in OER who later became the father of NPIC's computer systems and now runs the NPIC group responsible for the production of PI.)

25X1

[redacted] of ORD

25X1

[redacted] of TSD (a man whose technical efforts have been responsible for some advances in the Clandestine Services)

Elder (who has a world of talent and experience available for the tapping)

25X1

[redacted] (young, deeply sincere and full of computer lore)

John Clarke

25X1

[redacted]

25X1

[redacted]

and

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6. Any group selected would require some junior help. I am impressed by a number of juniors I have encountered but I think I would rely on some MAG members and on the lists of comers that each deputy maintains.



E. H. KNOCHE

Deputy Director of Current Intelligence

25X1

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